



MN.IT Services Tactical Plan: FY2014-FY2015

Update, March 31, 2014

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Introduction

This is an update to the MN.IT Services Tactical Plan first published in October 2012.

The purpose of updating the plan is to maintain a current roadmap that reflects both the progress we have made in our efforts to optimize IT consolidation and to continually provide a two-year window into the priority activities ahead of us. The plan does not imply that at the end of two years we will be as efficient as we know we can be – many of these objectives will require us to carry on beyond the length of this plan. It does, however, outline the long-term goals, and sets explicit milestones for the next 18 months.

Much has been accomplished since the plan's publication at the end of 2012. We are on target for many of the projects that were outlined and have made progress on additional activities not originally anticipated in the plan. It is time to look at where we are, what we've done and what circumstances and external requirements exist that may change the order and priority of our activity.

Our overarching goal for MN.IT's Tactical Plan remains unchanged from the original publication:

Make the IT infrastructure super-efficient so we can focus our people, money and creativity on the services that most directly make a difference for our customers and citizens.

This requires us to:

- Minimize redundancies
- Consolidate what makes sense
- Simplify the environment through common tools and processes
- Leverage savings to invest in training and new technologies
- Invest in innovation
- Maximize workforce, build careers

Plan Process and Structure

This Tactical Plan was developed by Commissioner Carolyn Parnell and the MN.IT Services Executive Team.

The structure of this update will be different, but will provide high-level reporting on all of the projects that were outlined in the initial version. In particular, this document will outline MN.IT Services' key priorities for the remainder of FY14 (March – June 2014) and all of FY2015. The plan will be used by all divisions and agency-based offices to set priorities and action plans. For the most part, we have reached a point where planning and service design for the services within the MN.IT Cloud are complete, and we are ready to begin implementation. This means that the next phases of the Tactical Plan will be experienced differently by each agency-based office and division.

The purpose of this document is to provide a high-level overview of the direction. How and when individual project implementations occur for different parts of the organization will depend on where they fit in the schedule, which will be refreshed every six months. Details for each project will be contained in individual project plans and are not included in this document.

The projects represented in this Tactical Plan are a sub-set of the projects in MN.IT's current portfolio. While many represent the top priorities for the agency as a whole, there are other, more operational projects at MN.IT (@ Central and at agency-based offices) that continue, approved through our prioritization processes and governance.

The aggressiveness of the Tactical Plan puts demands on the MN.IT workforce. Therefore, resources will be managed closely so they are not over-allocated. Resources working on tactical plan projects will be dedicated to those projects, therefore will not be available to operational projects.

Completed Tactical Plan Projects

The following goals that were outlined in the Tactical Plan have been completed as of December 2013.

Completed MN.IT Cloud Projects

Data Center Facilities

Owner: Thomas Schaeffer, (former) Assistant Commissioner, Service Delivery

Original Goal: Tier II and Tier III facilities will be in full operation and ready to provide consolidated hosting services within six months.

Completion Date: April 1, 2013

Summary: The objective of this foundational project was to prepare two facilities - EDC1 and EDC4 - for the consolidated workload laid out in the Tactical Plan. The project was necessary in order to prepare MN.IT Services to host the State's physical systems and to close or minimize the other 30+ executive branch data centers. Completing the design and build of these data centers was a prerequisite to other projects in the MN.IT Cloud Program.

This project is complete. The next data center consolidation phases – actual moves to the facilities and the establishment of a hosting service – are part of the Managed Hosting project, outlined below.

EUCC Lync Implementation and Marketing

Owner: Tarek Tomes, (former) Assistant Commissioner, Customer and Service Management

Original Goal: Lync services will be fully available at every agency within one year.

Completion Date: July 1, 2013

Summary: The objective of this hosted, software as a service (SaaS) offering was to make the Microsoft Lync communication and collaboration application available to all state workers through an agency-by-agency migration process. This project is complete. All user accounts are enabled to use EUCC Lync, the necessary firewall ports have been opened at each state agency and most user workstation computers (e.g., laptops and desktops) have the Microsoft Lync client installed.

The scope of the project also included the development of basic end user materials that demonstrate the value and the workings of this powerful communications tool in order to increase adoption and facilitate end user skills adoption.

As a result of these efforts, state employee usage of Lync has grown by 83% since March 2013. Ongoing efforts to improve service functionality and promote the use of the tool have now been operationalized within the EUCC service management life cycle.

Local Virtualization

Owner: Agency-based CIOs

Original Goal: Each agency will maximize system virtualization (70% or greater) by the end of FY14 or before moving to the enterprise data center, whichever comes first.

Completion Date: December 31, 2013

Summary: The objective of this project was for each MN.IT office to maximize system virtualization by 70% or greater. By the end of this project, MN.IT Services as a whole achieved 76% virtualization.

IT Service Management (ITSM)

Owner: Chris Buse, Assistant Commissioner, ISRM; Thomas Schaeffer, (former) Assistant Commissioner, Service Delivery

Original Goal: All agency-based offices will, by the end of Q3, FY2014, implement the standard, ITSM processes from the Agency Centralized IT Reference Model, in preparation for moving to a single service desk model.

Completion Date: November 2013

Summary: The objective of this project was to formalize and document common ITSM processes for five areas: Incident Management, Request Fulfillment, Change Management, Event Management and Asset Management, based on models developed by a cross-agency MN.IT team. Two of these processes, Incident Management and Request Fulfillment, were assigned to the Single Service Desk Project for development and execution. The Change Management Process was defined and implemented in MN.IT's shared service management tool as part of this project, and staff were trained. Work was done to develop a common Asset Management Process, but that process was not fully implemented in the Service Management Tool. Training was delivered to MN.IT @ Central staff. The final process, Event Management, was pulled from the scope of this project and will need to be defined and implemented at a later date.

Voice / IPT Services

Owner: Thomas Schaeffer, (former) Assistant Commissioner, Service Delivery

Original Goal: All current voice systems capable of transitioning to IPT will be managed centrally within two years; all new voice services capable of doing so will adopt IPT.

Summary: The objective of the MN.IT Cloud IP Telephony Service Project was to ensure that the State leverages the enterprise IPT infrastructure to the fullest extent possible to meet executive branch telephony business needs and to leverage IPT investments.

This activity was removed from the list of tactical plan projects and operationalized within Service Delivery. Agencies' telephony needs were evaluated for the efficacy and value of their adoption of the enterprise IPT service and individual plans were developed to convert them to IPT. The majority of agencies has converted all capable voice systems or have a plan to do so within the next year.

Completed Leadership Program Projects

Employee Satisfaction, Productivity and Performance

Owner: Chad Thuet, HR Director

Original Goal: MN.IT Services will have an established Employee Management Program with agency-wide and divisional/agency-based office strategies and objectives by the end of FY14, with key employee recognition programs beginning within the first year. This program will consist of:

- An employee engagement program
- A performance management program
- Standard employee reports, processes and published materials
- An employee recognition program

Completion Date: September 30, 2013

Summary: The following employee satisfaction, productivity and performance program elements have been implemented in the past 18 months:

- Employee engagement: employee satisfaction survey (first issued in March 2012, repeated in November 2013); semi-regular town hall meetings with the Commissioner; Innovation Program online idea solicitation event
- Performance management: All-day management training session for all MN.IT managers in December 2012 and January 2014; new performance appraisal policy and procedures with common appraisal dates for employees.
- Standard employee reports, processes and published materials: New performance management evaluation forms; new supervisory employee data report distributed end of each pay period showing a staff roster, step increase dates, probation ends, appointment ends, work-out-of-class ends and leave of absences; performance appraisal campaign to reach 99.77% completion of on-time employee performance reviews in 2013.
- Employee recognition program: quarterly Living the Mission awards and ceremony (422 awards have been given so far); employee achievement awards program (268 achievement awards processed in June, 2013); Service Award Program to recognize and reward employees for reaching service milestones.

The programs are all operational and ongoing and therefore this project is complete.

Financial Management and Systems

Owner: Tu Tong, Chief Financial Officer

Original Goal: By the beginning of FY14, all IT funding and expenditures will become the responsibility of MN.IT Services and, therefore, the agency will have financial strategies and systems in place for the following:

- Service funding and chargeback processes: there will be a single budget for all of IT and an ongoing and sustainable funding methodology for all MN.IT Services.
- Asset management: All IT assets will be managed through common asset management policies, processes and tools by the second quarter of FY14.
- MN.IT will have an improved and consistent financial system for IT financial management, budgets and reporting.
- MN.IT Services will have a clear, operational process for capturing and reinvesting savings generated from consolidation activity by the beginning of FY14.

Completion Date: December 31, 2013

Summary: A subset of goals and deliverables within this Tactical Plan project has been completed:

- Rate setting: MN.IT Services updated the methodology by which it establishes rates for both the services provided centrally and the services unique to each agency-based office and is implementing the centralization of financial management in phases.
- Budget and rate-setting system: MN.IT has adopted and customized a rate-setting and budgeting tool (NICUS). This tool is currently being used to generate FY15 IT budgets for all executive branch agencies and to calculate rates for centrally provided and agency-based services.
- Consolidated procurement: As of December 31, 2013, all IT procurement is managed through a centralized finance function and tool (CPRS).

The remaining goals and deliverables (asset management and a captured savings process) remain goals in the next phase of the Tactical Plan.

Governance Framework

Owner: Cathy de Moll, Assistant Commissioner, Communications and Planning

Original Goal: The committees and teams described in the IT Governance Framework will be operational by November, 2012.

Completion Date: March 1, 2013

Summary: MN.IT Services has created and convened the governance committees that were outlined in the IT Governance Framework: the Enterprise Architecture Committee, the Enterprise Project and Portfolio Standards Committee, the Geospatial Technology Committee, the Information Standards and Risk Management Committee, the Technology Accessibility Advisory Committee. In addition, the Technology Advisory Committee (TAC) established within the IT consolidation law continues to meet on a quarterly basis. The IT Strategic Planning Committee and the Service Strategy Committee will be convened when they have required deliverables. Committee descriptions and roles are available on [MN.IT's website](#). MN.IT employees can view monthly reports on [the agency's intranet](#).

HR Function and Policy Development

Owner: Chad Thuet, HR Director

Original Goal: MN.IT Services will have a single, fully operational HR function with consistent, published agency-wide policies by the end of FY13.

Completion Date: June 30, 2013

Summary: MN.IT Services has built and populated a 20-person, full service HR department to serve the human resources needs of the consolidated organization. Among many other accomplishments, the HR department has created, vetted and published 40 agency policies to manage the operations and conduct of its 2,000+ employees. In addition, it has created a Human Resources page on the MN.IT Commons specifically dedicated to human resource-related activities and resources. Some highlights include toolboxes for Performance Management, Training and Safety; a central repository for policies, forms and guides, and a link to the automate personnel transaction request system.

The HR Office is fully operational and agency-wide policies have been created and implemented and therefore this project is complete.

Innovation Program

Owner: James Kauth, Innovation Director

Original Goal: MN.IT Services will have an Innovation Program operational by first quarter, FY14.

Completion Date: April 1, 2013

Summary: The MN.IT Services Innovation Program was formally kicked off in April 2013. The focus of this new program is on key themes that stem from the State of Minnesota IT Master Plan: to maximize value to external customers and citizens of Minnesota, improve the efficiency of IT government service delivery, and find or develop solutions based on business needs. The Innovation Program, branded "Minnovations," is harnessing the broad base of employee creativity and capacity for problem solving through a series of idea crowdsourcing campaigns. The Innovation Program Core Team launched its first official campaign, Minnovations Challenge #1, to 2,080 MN.IT Services staff members. Participation skyrocketed past initial goals, with 53% completing their user profiles and submitting 217 ideas, 690 comments, and 3,442 votes (an average of 16 votes per idea). At the close of Challenge #1, a separately funded portfolio of 16 innovation projects that will deliver real services to the citizens of Minnesota has been established and project planning efforts are now underway.

The Innovations Program has been operationalized and therefore this project is complete.

Leadership and Management Program

Owner: Chad Thuet, HR Director

Original Goal: MN.IT Services will establish a leadership program for MN.IT managers and supervisors as part of its strategic recruitment and training plan.

This program will consist of:

- Supervisor and manager core training
- Consistent leadership program selection (SLI, ELI)
- Professional development training
- Recruitment program

Completion Date: June 30, 2013

Summary: The following leadership and management program elements have been implemented in the past 18 months:

- Campaign to catch up on supervisor and manager core training
- Consistent state Leadership Program selection (SLI, ELI) procedures implemented; new Leadership Program Policy generated 21 ELI applicants, six of which were selected by MMB; in addition MN.IT had one candidate accepted into SLI program.
- Professional development training – MN.IT has spent over \$300,000 on employee training in FY14 through January, 2014.
- Recruitment Program – activities of which are discussed in the “Strategic Recruitment and Retention Plan for FY 2014-15”
- Mentorship Program that kicked off in January, 2014. The program included mentor and mentee training and pairs 23 mentees with 23 mentors.

The programs are all operational and ongoing and therefore this project is complete.

Mobile Workforce Policies

Owner: Chad Thuet, HR Director

Original Goal: MN.IT Services will have clear and consistent telecommuting, mobile device and on-call policies by the end of quarter three, FY13.

Completion Date: February 15, 2014

Summary: MN.IT HR Services has issued a clear and consistent teleworking policy that incorporates a formal telework agreement and an expectation that telework agreements are reviewed annually as part of the performance appraisal process. In addition, MN.IT Training is offering managers and supervisors training entitled *Telework at MN.IT Services: How it Can Work Effectively* on March 7, 2014.

A mobile device policy has also been issued and is an addendum to the Electronic Communications Policy. The on-call policy, not a mobile workforce policy, remains under development. When complete, it will be part of the set of MN.IT's human resource policies.

Procurement

Owner: Tu Tong, Chief Financial Officer

Original Goal:

- All IT purchases – including hardware, software, and PT contracts - will be made centrally utilizing a standard process and tools by the beginning of FY14.
- MN.IT will adjust its purchasing methodology in order to have a single purchase order per vendor for all products and services by the end of FY13.
- MN.IT will have a single enterprise tool for forecasting hardware and software needs by the end of Q1, FY14.
- MN.IT will have negotiated a minimum of 20 enterprise contracts for common IT tools and/or licenses by the end of FY14.

- MN.IT will increase by 25% the number of vendors participating in its professional technical service programs by the end of FY14.

Completion Date: January 1, 2014

Summary: A subset of these goals has been completed in FY14.

- All IT purchases: All agencies' IT transactions have been transitioned to MN.IT with the exception of the departments of Transportation and Natural Resources, which are continuing their efforts to adjust internal work flows to allow for IT requests to come to MN.IT for processing.
- Single purchase order per vendor for all products and services: It was determined that this is not feasible in SWIFT until all financials for all agencies have been consolidated. In addition, there is a continuing need for separation of purchases to accommodate the needs on invoice payments.
- Forecasting tool: MN.IT has adopted and customized a rate-setting and budgeting tool (NICUS). This tool will be used for forecasting hardware and software needs.
- Enterprise contracts: MN.IT has completed at least 23 enterprise or multi-agency deals since October 2012. These deals have resulted in cost avoidance and savings (e.g. reductions in purchase orders and invoices processed, staff time saved, fewer vendor audits and the identification of redundant tools) estimated at \$18.1 million. Most of the resulting cost avoidance and savings are projected to occur over a 3-5 year period, which is generally the natural length of the contracts/agreements/orders.
- Professional/Technical service contracting: MN.IT instituted a new professional/technical services program, SITE. This program will increase the diversity of the vendor types available to the state through the creation of several new categories, including geospatial. This program will decrease the total number of vendors, but will provide incentives for the vendors to be more active, thereby increasing the value and reducing the operational cost of the program. This new program will give our customers greater flexibility to get PT services quickly in areas where in the past they may have needed to do an RFP.

Standardization of Service Level Management Processes

Owner: Tarek Tomes, (former) Assistant Commissioner, Customer and Service Management

Original Goal: All MN.IT Comprehensive IT Service Level Agreements between MN.IT and individual agency business leadership will be managed with a common process and a full set of common performance metrics within two years.

Completion Date: June 30, 2013

Summary: Service level management is the most important process for continual service improvement. The objective of this project was to develop a robust service level management process for agency customers which defines service delivery and measures results. Specific objectives include providing a process for managing Service Level Agreement (SLA) documents, providing a "store" to order services from and metrics to report on how MN.IT services are performing relative to delivery times, availability and satisfaction, along with others specific metrics applicable to a particular service.

The process for managing, updating and reporting on SLAs has been finalized. The SLA management portion of this project has been operationalized. Two additional objectives of this project - metrics and service catalog standardization - will continue in the next phase of the Tactical Plan.

Tactical Plan Portfolio

Owner: Jesse Oman, Assistant Commissioner, Projects and Initiatives

Original Goal: Projects and governance will be defined and resources identified for Hosting Service Development, End-User Service Development and Service Desk & ITSM Standardization programs within two months.

Completion Date: January 1, 2013

Summary: The projects in the Tactical Plan were organized under the Tactical Plan Program. The program includes a Program Manager and project managers for each individual project.

More information on Tactical Plan project status can be found on [the MN.IT website](#).

Tactical Plan Priorities in FY 14-15

Based on the priorities of the organization and certain windows of opportunity, several of the projects outlined in the Tactical Plan have been elevated to the highest priority level for the remainder of FY14 and all of FY15. These include projects for certain MN.IT Cloud services, some foundation projects that are not yet complete, and some leadership projects that are important in order for the organization to move forward with its overall goals.

● Foundational Priorities

Active Directory

Owner: Greg Jonsen, Software as a Service Leader, Projects and Initiatives Division

<p>Original Goal: Agency individual active directories will be combined in a statewide active directory and end-user accounts will leverage the new active directory as their primary authentication domain within two years.</p>	<p>FY14-15 Objective: The objective of this foundational priority continues to be the combination of individual agency active directory (AD) systems into an executive branch active directory system that is centrally managed by a dedicated team.</p> <p>The focus of this effort is to combine all user and resource (e.g., printers and computers) objects to the executive branch active directory system. This means all user workstation computers (e.g. laptops and desktops) will be joined to the new AD and end-users accounts leverage the new AD as their primary authentication domain, including authentication for print, email, instant messaging, and SharePoint services.</p> <p>The goal of this project is to reduce the number of active directories by 75%.</p>
<p>Status: As of October 2013, the AD team has completed the architectural design specifications for the enterprise active directory.</p>	<p>FY14-15 Approach: In order to achieve the objective of this project, a team will be formed to complete the build-out of the existing state active directory. Upon completion of the state AD, two migration teams will be formed to migrate AD's in phases into the consolidated state AD.</p> <p>FY14-15 Milestones:</p> <ul style="list-style-type: none"> • State AD complete • Migration teams formed • Migration schedule completed • Migrations (by phase) completed
<p>Value to our Organization:</p> <ul style="list-style-type: none"> • Cost savings: Reduced number of domain controllers will lead to lower operational costs and streamline active directory support. • Operational improvements: New AD architecture will speed up the delivery of new enterprise services (especially within EUCC). <p>Value to our Customers:</p> <ul style="list-style-type: none"> • Improved Service: Coupled with a single enterprise service desk and consolidated workstation management, AD consolidation will give a higher level of service to smaller executive branch entities. • Cost savings: Workstation services can be delivered at a lower cost to customers due to the ability to provide consistent level of services across the enterprise through a common AD. 	

Wide Area Network

Owner: Jim E. Johnson, Network Services Director, Service Delivery

<p>Original Goal: WAN services will be optimized within two years to meet current and future connectivity needs/requirements.</p>	<p>FY14-15 Objective: The objective of the Wide Area Network (WAN) project is to stabilize and create redundancy in the state WAN to reduce outages.</p>
<p>Status: As of October 2013, The Wide Area Network (WAN) team completed the architectural design specifications for an executive branch WAN. Primary focus in FY14-15, however, will be on stabilizing the current structure as a first step.</p>	<p>FY14-15 Approach: To achieve the project objective, a WAN project team will be formed that will:</p> <ul style="list-style-type: none"> • Develop and implement a redundancy/stabilization plan <ul style="list-style-type: none"> ◦ Phase 1: Implement resiliency in Internet access, data centers, and the St. Paul core. • Implement Small Office/Home Office (SOHO) VPN for the executive branch. <p>FY14-15 Milestones:</p> <ul style="list-style-type: none"> • SOHO VPN design complete • Redundancy/stabilization plan developed • SOHO VPN implemented • Phase 1 of redundancy/stabilization plan implemented
<p>Value to our Organization:</p> <ul style="list-style-type: none"> • Cost savings: Reduction in infrastructure costs and an increase in support efficiency will improve cost efficiency. • Operational efficiency: Service improvements will result from standardized management processes, streamlined deployment of network devices and configuration templates, the introduction of better monitoring tools and automated alerts, and proactive equipment migrations and installations. <p>Value to our Customers:</p> <ul style="list-style-type: none"> • Cost savings: Customers will benefit from a more cost effective network made possible with centralized infrastructure and resource costs that will be efficiently shared by all customers. • Better service: Standardized management, high availability, and dedicated network support staff will result in fewer service interruptions and, thus, will improve customer satisfaction. 	

● MN.IT Cloud Priorities

Identity Access Management

Owner: Jesse Oman, Assistant Commissioner, Projects and Initiatives

<p>Original Goal: A single identity and access management system will be centrally managed and available for use by the MNHIX (MNSure) and MNLARs project within FY13, and available for use by all state agencies in FY14.</p>	<p>FY14-15 Objective: The objective of this project is to develop IAM for use by the DHS modernized systems and MNLARS and to replace the existing Siteminder application.</p>
<p>Status: The IAM solution was installed, developed and implemented for use by MNSure in 2012-2013. It will be developed in the coming year for use by DHS and DPS and will be used to replace the existing Siteminder application. IAM will not be offered as an enterprise service.</p>	<p>FY14-15 Approach: The objectives of this project will be accomplished through a matrixed team of IAM subject matter experts from different MN.IT offices. The members of the team will work together to install the IAM instances for the remaining agency applications (DHS, Public Safety and MN.IT @ Central) and integrate the product into the individual applications as required.</p> <p>FY14-15 Milestones:</p> <ul style="list-style-type: none"> • IAM in place for MNLARS • Siteminder replaced • IAM in place for DHS modernized systems
<p>Value to our Organization:</p> <ul style="list-style-type: none"> • Operational efficiency: A matrixed team of experts and a focus on high priority projects will improve the delivery capability for specialized IAM functionality. <p>Value to our Customers:</p> <ul style="list-style-type: none"> • Better tools: The IAM business requirements will be met with greater efficiency and provide effective identity and access management tools within the targeted systems. • Cost savings: Customers of the targeted systems will avoid the costs of independent application development, and the cost of independent ongoing support of unique systems. 	

Managed Hosting Services**Owner:** John Moreland, Infrastructure as a Service Leader, Service Delivery

<p>Original Goal:</p> <p>Managed Hosting, Virtual: All executive branch virtual workloads will be migrated to a consolidated hosting facility and service within three years.</p> <p>Managed Hosting, Physical: All physical workloads will be migrated to a consolidated hosting facility and service within four years.</p>	<p>FY14-15 Objective: The objective of this project continues to be to design and create a centralized executive branch enterprise server environment and to migrate all executive branch physical servers and virtual instances into an enterprise data center that is centrally managed by a dedicated team. The focus of this effort is to reduce the required number of physical servers within the executive branch through virtualization while moving workloads to standardized hardware platforms.</p> <p>The goal of this project is to reduce the number of data centers to two, eliminating all non-enterprise data centers.</p>
<p>Status: Two consolidated hosting facilities were stood up in the Data Center Project completed in 2013. The Managed Hosting team has completed the architectural design for the managed hosting service and over 115 servers have already been migrated to the enterprise data centers. In order to accommodate all of the remaining servers yet to be migrated, additional hardware and software must be purchased.</p>	<p>FY14-15 Approach: A project team will be formed to continue preparations and meet the objective of this project. The managed hosting service will include external cloud and internal cloud hosting.</p> <p>While the internal cloud infrastructure is being completed, a policy will be issued requiring all new compute to be part of managed hosting. At the same time, an external cloud host will be selected and discovery and analysis will be completed about the type of hosting suitable for each system.</p> <p>When all infrastructure for the service is in place, additional migrations will begin in phases, led by multiple migration teams.</p> <p>FY14-15 Milestones:</p> <ul style="list-style-type: none"> • Internal hosting environment complete • Policy published • Migration teams formed • Hosting data gathered • External host selected • Migration schedule completed • Migrations (by phase) completed
<p>Value to our Organization:</p> <ul style="list-style-type: none"> • Cost savings: The strategy will result in a reduction of redundant costs for infrastructure hardware and operations through enterprise licensing, standardization and a reduction in facility costs and shared support resources. • Improved physical and information security: A centralized managed hosting environment creates multi-tenant environment segregation and regulatory compliance and provides enterprise-level intrusion detection, firewall and antivirus. • Improved operations: Efficiencies will be gained through standardized management processes, enterprise tools, streamlined deployment of servers through standard image templates, infrastructure automation, tiered infrastructure options, dedicated manage hosting staff, support of multiple server operating systems and hypervisors, and planned equipment migrations and installations. 	

Value to our Customers:

- Cost savings: Unlike the past, customers will experience no recurring capital costs for infrastructure hardware, and will see service cost efficiencies through enterprise licensing, standardization, data center consolidation and resource consolidation.
- Improved information security: Enterprise-level intrusion detection, firewall and anti-virus, 24 x 7 support and infrastructure monitoring will better protect and lower the risk of vital business systems and applications.
- Improved service: Customers will experience high availability of systems through the operational improvements, standardized management, and dedicated managed hosting staff in a centralized hosting environment.

Mobile Device Management**Owner:** Chris Buse, Assistant Commissioner, ISRM

<p>Original Goal: All mobile devices will be managed by a single team and connected to a mobile device management system within two years.</p>	<p>FY14-15 Objective: A central team will initiate and operate a common Mobile Device Management Service to manage state and personally owned mobile devices that are permitted to access state resources and data. This service will have two tiers to meet the varying functional and security needs of state agencies.</p>
<p>Status: The project team is now finalizing the development of the service and implementation of the service management team that will operationalize the Mobile Device Management service. Onboarding of devices into the new service is scheduled to begin in May 2014.</p>	<p>FY14-15 Approach: A centralized support team will begin onboarding new devices into the new service in May 2014 and will migrate existing customers to common management processes.</p> <p>FY14-15 Milestones:</p> <ul style="list-style-type: none"> • All service management processes defined • Service delivery team in place • All state and personally owned mobile devices managed consistently through the Mobile Device Management Service
<p>Value to our Organization:</p> <ul style="list-style-type: none"> • Improved operations: MN.IT will have a single process for mobile device management, with a deeper bench strength and expertise in device management best practices. The staffing of single points of vulnerability will be eliminated. <p>Value to our Customers:</p> <ul style="list-style-type: none"> • Easy processes: Centralization will result in a simple and consistent process to onboard devices for all state employees. • Improved features: Customers will experience improved mobile device security with more advanced features, including the ability to publish applications and securely containerize state data. 	

SharePoint

Owner: Jesse Oman, Assistant Commissioner, Projects and Initiatives

<p>Original Goal: All state collaboration environments will be consolidated onto the Enterprise Unified Communication and Collaboration (EUCC) platform within two years.</p>	<p>FY14-15 Objective: The objective of this project is to leverage and combine, where appropriate, individual agency SharePoint and other collaboration solutions into a unified whole that leverages MN.IT's investment in the cloud-based EUCC infrastructure.</p> <p>The FY 14-15 goal is to consolidate all of the appropriate SharePoint instances to the EUCC platform and for those that cannot utilize EUCC, to migrate them to a new on-premise instance, thus eliminating duplicative SharePoint farms within the MN.IT infrastructure.</p>
<p>Status: The SharePoint project team completed an upgrade to the new SharePoint 2013 platform in September 2013. A migration schedule for moving to EUCC is complete and the first migration team has begun working on the migration plan for DHS SharePoint instances.</p>	<p>FY14-15 Approach: This project's objective will be met by establishing a SharePoint governance framework, creating a SharePoint operational support structure, and by migrating agencies in phases to the centralized service.</p> <p>FY14-15 Milestones:</p> <ul style="list-style-type: none"> • Governance framework to support migrated and future customers completed • Support organization in place • Migrations (by phase) completed
<p>Value to our Organization:</p> <ul style="list-style-type: none"> • Cost savings: Elimination of multiple on-premise SharePoint systems will reduce MN.IT's overall operational costs. • Improved operations: Consolidated SharePoint staff will dramatically increase collaboration among the SharePoint projects, improve the level and expertise of ongoing service support, and allow the smaller entities that do not have any SharePoint expertise to access this talented pool of technologists. <p>Value to our Customers:</p> <ul style="list-style-type: none"> • Improved features: Provides a much richer SharePoint experience for customers, with access to more tools (like Yammer integration, Nintex and KwizCom), the latest software (SharePoint 2013) and a robust system with 99.9% uptime. These improve the ability for agency customers to utilize the application as a primary communications tool and to better collaborate with other agencies. • Improved support: Provides better ongoing service support to business content managers and agency business. • Cost savings: Shared cloud-based service eliminates the cost to agencies for licensing, upgrades and service support. 	

Single Service Desk and Workstation Management**Owner:** John Puhl, Client Computing and Support Leader, Service Delivery

<p>Original Goal:</p> <p>Single Service Desk: All service desk functions (defined as level 1 support), will be performed by a single, consolidated team (not necessarily co-located) within four years.</p> <p>Workstation Management: All end user computing devices will be under single management by a team (not necessarily co-located) and are connected to a centralized workstation management system within four years.</p>	<p>FY14-15 Objective: The objective of the Single Service Desk and Workstation Management Project is to create a Single Service Desk function for all executive branch agencies which includes workstation management.</p>
<p>Status: The Single Service Desk project team has completed the service architecture for Single Service Desk. The Workstation Management project has not commenced.</p>	<p>FY14-15 Approach:</p> <p>These two initiatives have been combined to capitalize on the natural synergy between the two. Completion of this initiative will standardize and improve the way in which MN.IT Services provides the service desk function for all IT services, regardless of how or where they are delivered.</p> <p>Each project will have separate work streams and milestones and will result in a Single Service Desk that is the first call for all IT service incidents and requests and an improved workstation management function that is triggered by a request to the Service Desk.</p> <p>Specifically, this project will review, revise and document processes, staff and train service desk and workstation management functions, consolidate service desks, secure funding, and eventually standardize and deploy standard workstations throughout the executive branch, migrating the agencies to the new service over time.</p> <p>FY14-15 Milestones:</p> <ul style="list-style-type: none"> • Remedy on Demand (ITSM tool) upgraded • Processes re-engineered • Processes documented • MN.IT Mall re-designed including workstation management workflow • MN.IT Mall changes implemented • Workstation management support team trained on processes and Remedy on Demand tool • Operational team formed and staff centralized • SMART funding secured • State desktop standardized • Standard desktops deployed

Value to our Organization:

- Cost savings: Using one tool for all agencies will reduce licensing and support costs for MN.IT as a whole.
- Operational improvements: Scalability of a single system and processes will result in consistent service management across all MN.IT offices and customer sites and will simplify the operational complexity of IT operations. Training all users on a single tool and process will speed overall consistency and success in response to issues and will improve staffing.

Value to our Customers:

- Better service: Customers will receive 24 x 7 support for business-critical technology services at an affordable cost through a combined workforce and standard processes.
- Ease of use: Simplifying and standardizing processes and tools will result in an improved service experience for end users, including a single point of contact for all incidents and requests (one phone number, one portal).
- Accountability and metrics: Tools will provide improved metrics reporting to customers, including service level metrics (performance) and survey results (customer satisfaction).

Web Content Management

Owner: Jesse Oman, Assistant Commissioner, Projects and Initiatives

<p>Original Goal: 80% of executive branch public-facing websites will reside on a standard platform within two years.</p>	<p>FY14-15 Objective: The objective of the web content management project is to migrate state websites to one of three common web content management applications (Tridion, Drupal, SharePoint) based on business need and complexity.</p>
<p>Status: The state's standard web content management applications have been chosen and state resources have received additional training on Tridion. The migration project to the above platforms has not commenced.</p>	<p>FY14-15 Approach: In order to achieve the project objectives, the project team will publish a web content management policy and clearly define the web content management service and support function. Existing state websites will be migrated to the new web content management service(s) in phases.</p> <p>FY14-15 Milestones:</p> <ul style="list-style-type: none"> • Policy published • Service defined • Website migration schedule developed • Websites migrated
<p>Value to our Organization:</p> <ul style="list-style-type: none"> • Cost savings: This project will decrease the current and ongoing expense of maintaining multiple website hosting capabilities across the executive branch and within the MN.IT infrastructure (each website hosting capability, managed at individual agencies, requires servers, backup processes & storage allocations, and staff). We will fully leverage our investment in the enterprise dynamic hosting infrastructure by utilizing it to deliver as many websites as possible. • Improved operations: The strategy will enable MN.IT staff to spend more time on delivering useful, citizen-facing websites that further business goals, and less time managing separate website hosting infrastructures. The platform options enable new and/or consistent website content delivery options by sharing coding and implementation expertise across multiple customers, i.e., build once, deploy multiple times. <p>Value to our Customers:</p> <ul style="list-style-type: none"> • Reliability and security: The strategy will result in increased website reliability and availability for our customers because of intentional implementation of a High Availability infrastructure with no single point of failure. Website security will increase because the infrastructure conforms to MN.IT Services approved architecture, and security teams are not protecting multiple platforms. • Reduced costs: As the infrastructure costs for web services are minimized through equipment consolidation and shared hosting environments, the overall cost to the executive branch and to individual agencies for website development and ongoing operational management will be positively impacted. • Improved features: Consistent branding through the use of page templates and standard components (FAQ, tabbed content, image galleries, blog, news, RSS, social media, Google analytics, etc.) will simplify the job of content managers and increase the ability to communicate effectively to target audiences. • Accessibility requirements: Selected platforms adhere to accessibility standards through implementation of Web Content Accessibility Guidelines (WCAG). • Better support: Managed system performance and specialized support expertise allows content owners to focus on delivering value to website users. 	

● MN.IT Leadership Priorities

Enterprise Architecture

Owner: Chris Buse, Assistant Commissioner, ISRM

<p>Original Goal: An Enterprise Architecture Technical Reference Model will be published by the end of fiscal year 2014.</p>	<p>FY14-15 Objective: The goal of this project is to provide a clear blueprint of recommended technologies and transition IT spend to a managed portfolio of strategic products; also, to increase focus on accessibility earlier in the project selection and service development processes.</p>
<p>Status: Standard governance templates are being finalized, including those for policies, standards, and guidelines. A repository is being developed to publish and manage governance artifacts. Several high priority policies and technical standards needed for tactical plan projects have been approved by governance and published. Tools and processes to promote accessibility are under development.</p>	<p>FY14-15 Approach: Enterprise Architecture is working with other teams in MN.IT Services to create a new enterprise technology management process (ETMP), which will be used to help track and manage the lifecycle of technologies from introduction through sunset. With a documented technology portfolio, MN.IT Services will drive toward a more simplified and consistent technology footprint.</p> <p>FY14-15 Milestones:</p> <ul style="list-style-type: none"> • Standard governance templates finalized • Technical reference model finalized • Enterprise technology management process in place • Operational accessibility testing tools and processes in place
<p>Value to our Organization:</p> <ul style="list-style-type: none"> • Better solutions: This strategy will result in documented technology blueprint that sets the stage for all tactical plan projects and a clearer vision of the long-term technology footprint. <p>Value to our Customers:</p> <ul style="list-style-type: none"> • Cost savings: By directing all technology solutions to a standard blueprint and by leveraging the resulting economies of scale, we lower the cost to customers for IT solutions and operations. • Improved services: A common architecture blueprint results in increased technical specialization and a more streamlined set of core technologies with MN.IT that improve the services and experience for our customers. 	

Financial Consolidation Completion**Owner:** Tu Tong, Chief Financial Officer

<p>Original Goal: By the beginning of FY14, all IT funding and expenditures will become the responsibility of MN.IT Services and, therefore, the agency will have financial strategies and systems in place for the following:</p> <ul style="list-style-type: none"> • Service funding and chargeback processes: there will be a single budget for all of IT and an ongoing and sustainable funding methodology for all MN.IT Services. • Asset management: All IT assets will be managed through common asset management policies, processes and tools by the second quarter of FY14. • MN.IT will have an improved and consistent financial system for IT financial management, budgets and reporting. • MN.IT Services will have a clear, operational process for capturing and reinvesting savings generated from consolidation activity by the beginning of FY14. 	<p>FY14-15 Objective: By the beginning of FY15, all IT funding and expenditures will become the responsibility of MN.IT Services.</p>
<p>Status: The original July 1, 2014 completion date change was necessary due to the need to address agency concerns regarding the protection of their source federal funds. The additional time is being utilized to address these concerns and to ensure that federal funding is not jeopardized. Thus, a phased approach was adopted whereby Phase 1 agencies were financially consolidated as of July 1, 2013 while the remaining Phase 2 and 3 agencies will be consolidated by July 1, 2014. At the current time, MN.IT has consolidated the financial management of IT resources for 11 agencies. This represents 10 percent of the executive branch's total IT spend.</p>	<p>FY14-15 Approach: All IT assets will be managed through common asset management policies. Supporting processes will be developed and tools implemented in second quarter of FY15. BMC will be used to use to track assets (replacing the current software and asset tracking databases).</p> <p>At the end of FY13, MN.IT Services worked with MMB to successfully capture year-end agency General Fund IT savings as well as other agency savings into the Odyssey 2001 Fund. This process will be formalized by the end of FY14.</p> <p>FY14-15 Milestones:</p> <ul style="list-style-type: none"> • Consolidation of all state IT finances • IT assets financially managed • IT assets physically managed • Odyssey Fund processes formalized
<p>Value to our Organization:</p> <ul style="list-style-type: none"> • Operational improvements: The management of all IT resources will allow MN.IT to implement the shared service strategies in this plan and increase enterprise contracting. <p>Value to our Customers:</p> <ul style="list-style-type: none"> • Cost savings: the facilitation of strategic contracting and shared services and resources with MN.IT will result in steady or lower rates for individual IT services and individual customers. 	

Geospatial Services**Owner:** Chris Buse, Assistant Commissioner, ISRM

<p>Original Goal: A complete set of enterprise policies for geospatial services will be published by the end of fiscal year 14, and the executive branch will share a common geospatial infrastructure and data foundation.</p>	<p>FY14-15 Objective: State agencies will migrate geospatial data and services to the new shared infrastructure, commonly referred to as the Minnesota Geospatial Commons. Implementation of the Minnesota Geospatial Commons will set the stage for MN.IT to manage all geospatial data, tools, and professional staff more strategically.</p>
<p>Status: Construction of the Minnesota Geospatial Commons is on track to be completed by the end of fiscal year 2014. Key geospatial data management policies and standards are scheduled to be complete in fiscal year 2014.</p>	<p>FY14-15 Approach: Beginning in fiscal year 2015, a series of migration efforts will commence to move workload to the Minnesota Geospatial Commons and decommission standalone geospatial infrastructure in agency data centers, to the extent possible.</p> <p>FY14-15 Milestones:</p> <ul style="list-style-type: none"> • Geospatial datasets migrated to and managed within the Minnesota Geospatial Commons • Agencies with geospatial needs begin publishing data in the Minnesota Geospatial Commons and harnessing a common set of data access and reporting tools • New agency applications with geospatial needs use web services and centralized functionality provided by the Minnesota Geospatial Commons.
<p>Value to our Organization:</p> <ul style="list-style-type: none"> • Improved operations: Standardization of infrastructure and geospatial tools will help MN.IT develop deeper expertise in a core set of technologies. <p>Value to our Customers:</p> <ul style="list-style-type: none"> • Cost savings: Leveraging our economy of scale and making strategic technology decisions will help drive down costs for customers utilizing geospatial technologies and data. • Wider availability: Geospatial data and web services from a wide array of sources will be easily accessible from one location with a common set of tools. 	

Project and Portfolio Management and Standards

Owner: Jesse Oman, Assistant Commissioner, Projects and Initiatives

<p>Original Goal: All MN.IT projects, both enterprise and agency-based, will utilize a common project management framework, reference processes and tools for all projects within two years.</p>	<p>FY14-15 Objective: The objective of this project is to implement a standard tool for all projects managed by MN.IT.</p>
<p>Status: The Projects and Initiatives Division, through active governance from the PMO community, has established <u>three sets of project management standards and artifact templates</u> as those to be used by all IT projects for the State of Minnesota. Three methodologies were selected in order to accommodate the varying sizes and complexities of projects and to allow the PMO community to further explore those that work the best for the State. All IT projects and project managers are required to report on projects using one of the three.</p> <p>The Projects and Initiatives Division has also developed processes and procedures for the management of enterprise projects, including those managed by MN.IT @ Central on behalf of the enterprise, all Biennium IT Projects (BIT) and all projects funded within the Odyssey Fund.</p> <p>A common project management and reporting tool has been selected and purchased on behalf of all MN.IT IT projects.</p>	<p>FY14-15 Approach: The MN.IT @ Central PMO will install, customize, implement and test the common project management and reporting tool. MN.IT agency-based offices and users will be migrated to the new system in phases.</p> <p>FY14-15 Milestones:</p> <ul style="list-style-type: none"> • Enterprise project management tool implemented • Enterprise project management tool tested • Processes and procedures documented • Reports completed • Data migrated in phases • Users trained in phases • Enterprise project management tool live •
<p>Value to our Organization:</p> <ul style="list-style-type: none"> • Operational improvements: The standardization of processes and tools will mature PMO skills (PM, BA, QA) across the organization, resulting in career path skill growth, with a complete set of tools, skills and visibility available for project success regardless of agency or size, and will help the agency better manage resource deployment for a wide variety of projects. • Cost savings: The selection of a single project management tool will avoid redundant licensing, operational and training costs. <p>Value to our Customers:</p> <ul style="list-style-type: none"> • Successful projects: Projects important to the business customer will benefit from a consistent approach to project management, reporting, and skills maturity and will result in projects delivered with a high success rate. • Better accountability: Project owners will experience better transparency and visibility into project portfolio and project status. 	

Information Security Consolidation and Optimization**Owner:** Chris Buse, Assistant Commissioner, ISRM

<p>Original Goal: The consolidation of MN.IT's security function was not a stated goal in the Tactical Plan published in 2012.</p>	<p>FY14-15 Objective: To deliver core security services to the executive branch as efficiently and effectively as possible by reorganizing staff and optimizing security service delivery processes. This new objective addresses the security goals stated in the Tactical Plan.</p>
<p>Status: A comprehensive strategy for the consolidation and optimization of security services will be published in March 2014. Several existing enterprise security projects are progressing in accordance with their existing project plans:</p> <ul style="list-style-type: none"> • Consolidated Enterprise Policies and Standards • Privileged Account Management Solution • Enterprise Security Monitoring • Continuous Vulnerability Management Centralization • Compliance-Driven Datacenter Blueprint • Governance, Risk, and Compliance Solution 	<p>FY14-15 Approach: Existing security functions will be consolidated under a single management structure by June 30, 2014. MN.IT will clearly define roles and responsibilities between central information security service delivery teams and line of business teams. MN.IT will focus its efforts on the highest priority security needs first, paying particular attention to the underpinning security architecture of tactical plan service development projects.</p> <p>FY14-15 Milestones:</p> <ul style="list-style-type: none"> • Line of business information security teams formed • Central information security teams formed • Secure systems engineering methodology and artifacts developed • Continuous vulnerability management processes centralized • A comprehensive set of information security policies and standards published for the entire executive branch • Risk assessment methodology published • All firewall and border control activities managed by a consolidated team with consistent processes • All monitoring activities managed by a consolidated team with consistent processes
<p>Value to our Organization:</p> <ul style="list-style-type: none"> • Improved operations: This strategy will result in the elimination of staffing single points of vulnerability and deeper bench strength and expertise in key information security disciplines. • Better opportunities: The strategy offers MN.IT security professionals enhanced career and specialization opportunities. <p>Value to our Customers:</p> <ul style="list-style-type: none"> • Better security of key state assets: Leveraging existing security resources and specialties across all agencies and delivering key services centrally will allow MN.IT to stretch its security capabilities and thus improve the overall security posture of the State. • Cost savings: Strategic deployment of current security resources will allow MN.IT to provide more service for the same cost, and will build an efficient structure for future investments that may become necessary as cybersecurity threats increase. • Accountability: The activities of a consolidated security program will result in better and more consistent security metrics to measure the relative risk of state systems. • Higher security in new systems: the strategic deployment and specialization of security professionals and the focus on security engineering promises that new applications introduced to the State will enter the environment with stronger security and will, thus, improve the overall security posture of the State. 	

Future Initiatives

The following projects were included in Tactical Plan 1.0 and will be included in future versions of the Tactical Plan.

Database

Owner: Jesse Oman, Assistant Commissioner, Projects and Initiatives

Original Goal: All production database platforms will be managed and maintained centrally within three years.

FY14-15 Objective: The objective of this project is to consolidate the function of database administration across all state agencies.

FY14-15 Approach: This project will commence during the first quarter of FY15. The approach and milestones will be determined at that time.

Middleware

Owner: Jesse Oman, Assistant Commissioner, Projects and Initiatives

Original Goal: All middleware infrastructure for managed hosting assets will be managed and maintained centrally within four years.

FY14-15 Objective: The objective of the new Middleware service is to consolidate the middleware software infrastructure into the centrally managed datacenters, reducing the amount of middleware infrastructure.

FY14-15 Approach: This project will commence during the first quarter of FY15. The approach and milestones will be determined at that time.

Conclusion and Next Steps

It is important to look back on and celebrate our collective accomplishments over the past two years even as we take a deep breath and plunge into the next phase. MN.IT can be very proud of the amount of planning, design and reorganization work that has already taken place, even as we have kept services running for our customers through it all. Congratulations and thanks to all that have made this possible!

Now all of that planning begins to transition real change and improvement across the many services we provide to our customers. Like the last phase of consolidation, the work ahead of us is complex and demanding. It will affect the organization as a whole and individuals among us. And, while we believe the effort is vital to the future of our organization and ultimately to our customers, we must continue to balance the immediate need for service with the work to improve our organization over time. We must pace ourselves accordingly and remember that consolidation is not done for its own sake. We count on the entire MN.IT team to be sure that our customers are well served even as major change is taking place.

Specific project plans and calendars for the Tactical Plan portfolio for the next six months will follow shortly and be communicated to our teams. As the work begins, we all must remind ourselves and each other to embrace the values of our organization: work smart, practice leadership, have a can-do attitude and show respect.